

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2018/2019

TOB2221 – ORGANISATIONAL BEHAVIOR

(All sections / Groups)

15 March 2019
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of 6 printed pages with 5 Questions only.
2. Attempt **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please print all your answers in the Answer Booklet provided.

Question 1

- (a) Open systems perspective views organisations as complex organisms that “live” within an external environment. The other major organisational effectiveness perspectives might be considered detailed extensions of the open systems perspective.

Describe the four (4) components of an open system. You may include an illustration to help you explain the components.

[4 marks]

- (b) Give an example of behaviour to illustrate the four (4) components of the MARS model.

[4 marks]

- (c) Define *perception*. Why is understanding the mechanism of perception an important practical knowledge within an organisation?

[2 marks]

Continued

Question 2

(a) Read the article below:

From social media to new dress codes, millennials are redefining what it means to work in an office.

Millennials want to know what's going on, who's talking to whom, and feel the need to know everything else that's going on in the office, shares **Ann Shoket**, author of *The Big Life* and former editor-in-chief of *Seventeen*. There's no wall up between the big boss and the lower down employees. "Millennials think that transparency, being your full self, and sharing ideas and having an open flow of ideas is the way work should work," Shoket shares. "We would see it as oversharing, but they don't understand why their bosses are being so secretive."

Not only do millennials want to know everything that's going on, they also want to share everything that's going on with them on social media—and in the office. "If you're managing millennial employees, bring them in to the conversation and include them in the decision-making process," says Shoket. "Plus, recognize that there is room at work for their personal life."

There's a reason you keep seeing communal work spaces popping up all over the place, such as WeWork. Shoket says that millennials want to work where they want, when they want, and how they want, which means freedom from the office and a cubicle. "Millennial women are allies for all woman who struggle with how they'll deal with the demands of their family versus their job," shares Shoket.

"Fear of missing out is really driving so much of what we might think feels like disloyalty," explains Shoket. Millennials grew up during the recession, which means they want to take their future into their own hands, move around, take control of their own financial destiny and often, that means bouncing around from job to job. "They're driven by social media where you are constantly seeing friends who have bigger better jobs, better vacations, and falling in love," Shoket says, "If they're not moving up, they feel they're falling behind."

"The Manolo has been replaced by the MacBook Air," says Shoket. In other words, no one cares what shoes you have on. They're more impressed that you can pick and work from anywhere, nothing tying you down. For millennials, the humble brag on Instagram is more impressive than any expensive handbag slung over your shoulder.

Continued

“Your job is meant to pay your bills, but your side hustle pays you in self-respect,” Shoket says. A side hustle, from volunteering in your community, being involved in charity work, or even taking charge of your child’s PTA, should be something that is impactful and should fulfill you in a way your job doesn’t. “Your side hustle helps fill in the blanks of what’s missing in your job,” shares Shoket.

Millennials don’t see their lives as fitting into neat compartments, like a bento box. “It’s all work all the time and all life all the time, so you want your work to feel like actual living,” she says, “You might start your day with a spin class, but will be checking your emails before and after. You might leave work early if you have to pick up your kids but you’ll be back online once they go to bed and pick up where you left off.”

According to Shoket, millennials don’t see their job as who they are. “This job is about building my brand and experience, but on the other hand, the job is not me,” she says, “I am not defined by this one particular job, but its helping me move forward and giving me great experience.”

Relate the Millennials’ motivation for work to the Maslow’s theory of human needs.

[6 marks]

- (b) Identify two (2) challenges of *emotional labour* and identify two (2) solutions to the challenges after that.

[4 marks]

Continued

Question 3

(a) A local construction company is reluctant to terminate an almost-completed new complex project even though most of the new tenants are terminating their contracts with the developer as a result of the sudden shift of the main transportation hub by the local government to a far-away site. Instead, the construction company pumps in more money into the project to do more marketing effort despite the fact that there is zero sales in recent sales report.

- (i) Identify the decision-making problem in this situation.
- (ii) Describe three (3) methods that the construction company can use to minimize this problem.

[4 marks]

(b) List two (2) advantages and two (2) disadvantages of team work over individual effort.

[4 marks]

(c) How are managerial leadership different from transformational leadership?

[2 marks]

Question 4

- (a) Read the excerpt below.

Over and over we see conflict arise from communication breakdowns, whether it's between couples, co-workers, families and even countries. Although some communication breakdowns are intentional, most of what we say is unconscious and from poor habits we learned from others.

In working to understand my own communication dynamics, plus by watching countless couples and business teams speak to each other, it seems to always comes down to relinquishing blame, stopping assumptions and learning new tools for healthy relating: active listening, negotiating with an eye for win-win compromise, compassion for your partner's triggers or weaknesses (as well as for your own), and good old fashioned truth telling.

In relationships we are always at a choice point. When you make a decision to take responsibility for your part in any relationship, always remember this one key question to ask yourself: Do I want to win and prove my point, or do I want to develop a deeper connection and grow closer to him/her? In every communication session I do, I constantly find myself saying, "Ok now the ball is in your court. You can respond by saying something to be right that will pour gasoline on the flames and escalate the conflict or you can say something that will show the other(s) that you are interested in truth and closeness only." Being clear on your intention for communicating with another is first and foremost.

Source: *Steve Sisgold*, *Life in a Body*, *Psychology Today*

What are three (3) barriers to effective communication?

[3 marks]

- (b) Distinguish the three (3) types of third party intervention in conflict resolution.

[3 marks]

- (c) Explain four (4) sources of power in an organisation.

[4 marks]

Question 5

- (a) Organisational cultural artifacts are observable symbols or signs of culture. Describe one (1) example for each of the five (5) categories of organisational cultural artifacts.

[5 marks]

- (b) Explain five (5) reasons for why employees resist change in an organisation.

[5 marks]

End of Paper